

Internationalization through a Branch Campus:

Defining Goals and Measuring Outcomes

David Graves
President, Northern Europe and Hospitality Education

Laureate Education, Inc

Laureate Education is a large international network of universities

- 45 institutions in 23 countries, 4 in USA
- 107 campuses worldwide
- About 500,000 students worldwide

For Laureate, [internationalization](#) means:

1. Institutions abroad
2. Overseas branches and instructional sites
3. Study abroad programs

Laureate Hospitality Education

Two NEASC/CIHE- accredited institutions

Glion Institute of
Higher Education



Les Roches
International School of
Hotel Management



Les Roches International School of Hotel Management, Switzerland



Les Roches Mission

Les Roches International School of Hotel Management prepares international students committed to a career in the service industries for success. Its model hospitality education programs balance theory with practice, independent learning with strong faculty support, and a foundation for lifelong learning with the skills for immediate employment and progress to leadership positions in the industry. *Through international sites the Les Roches model of education is accessible to students throughout the world.*

The values that guides us at Les Roches as we work towards our mission are:

- To practice and teach the Swiss work ethos
- To provide an American-style educational experience
- To demonstrate respect for cultural differences
- To develop leadership, teamwork and entrepreneurship
- To foster an international perspective
- To act with integrity
- To support relationships with industry and educational partnerships
- To behave responsibly towards the environment



Bluche Campus

International Branch Campus Case Study: Les Roches Jin Jiang International Hotel Management College, Shanghai China

- Established in 2004
- 500 students
- Two-year program in hotel operations studies
- Partner is largest hotel operator in China, Jin Jiang Hotel Group SOE
- School is located on the campus of Shanghai Normal University, a public institution
- And this is our story....



In the beginning...was the Contract!



GOALS were defined early

- Responsibilities of each party
- Goals for the institution
- Requirements for establishment of institution
- Authority for operations
- Resolution processes for operational and partner issues



Goals linked to specific elements

- Type of students to be served
 - Vocational students with potential for future university studies
- Content of the programs
 - Hotel operations
 - English language
- Level of the programs
 - Certificate level (credit just below Associate's degree)
- Future size of the institution
 - 1000 students
- Faculty characteristics
 - Academic level and hotel industry experienced
- Facilities/Campus – elements, quality level
 - American style
 - Mirroring of Swiss campus



The processes reflect the Standards of Accreditation

- **Student achievement:
Outcomes**
 - English level is greatest predictor of student's likelihood of completion and ultimate success
 - English proficiency levels established to match requirements in Swiss institution
 - English is measured via standardized instruments
 - » IELTS
 - » TOEFL



Student Achievement: Outcomes

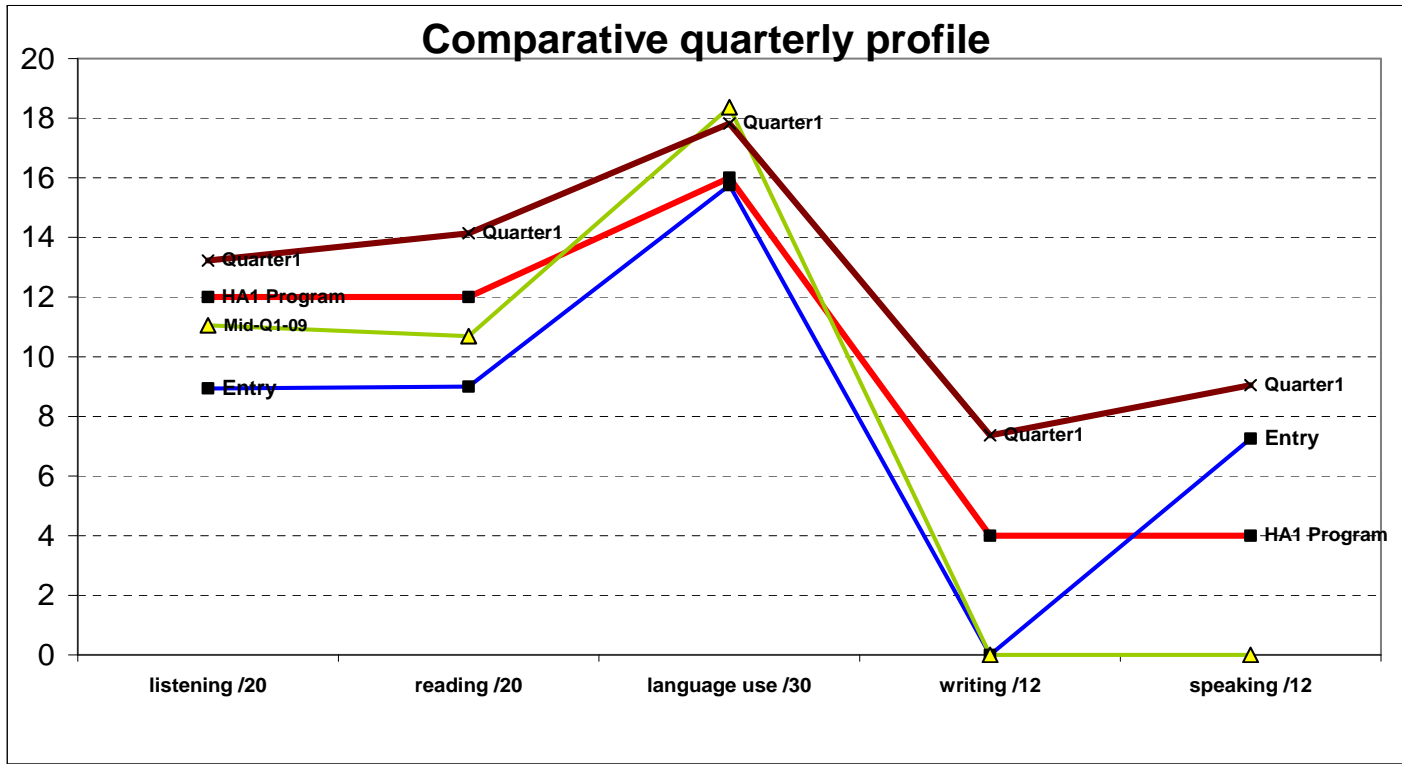
Student achievement

- Course marks part of Swiss student information system
- Transcripts are issued by home institution
- Unusual patterns fed back to faculty
- Course reviews conducted locally and by Swiss institution on annual basis
- Best practice sharing among faculty encouraged
- External examination written, administered and evaluated by Les Roches in Switzerland



HPP 1 & 2, Autumn 2009

		listening /20	reading /20	language use /30	writing /12	speaking /12	Objective /70	subjective /24	TOTAL /94
DATE	HA1 Program	12	12	16	4	4	40	8	48
31-Aug-09	Entry	9	9	16	0	7	34	7	41
30-Sep-09	Mid-Q1-09	11	11	18	0	0	40	0	40
28-Oct-09	Quarter1	13	14	18	7	9	43	16	59
							0	0	0
							0	0	0
							0	0	0
							0	0	0



Accreditation standards and policies guide all activities

Faculty

- English levels evaluated
- Faculty observation conducted on regular basis
- Faculty qualifications tracked to match Swiss institution for similar courses
- Faculty development conducted regularly with Swiss staff in China
- Lead faculty regularly trained in Switzerland
- Development spending budgets tracked



Curriculum managed by home institution

Curriculum Checklist

- Full copy of curriculum
- Syllabi for each course
- Full set of courses and programs with course numbers, credits, course titles
- Time tables
- Text book lists
- General Education courses and full content
- School calendar



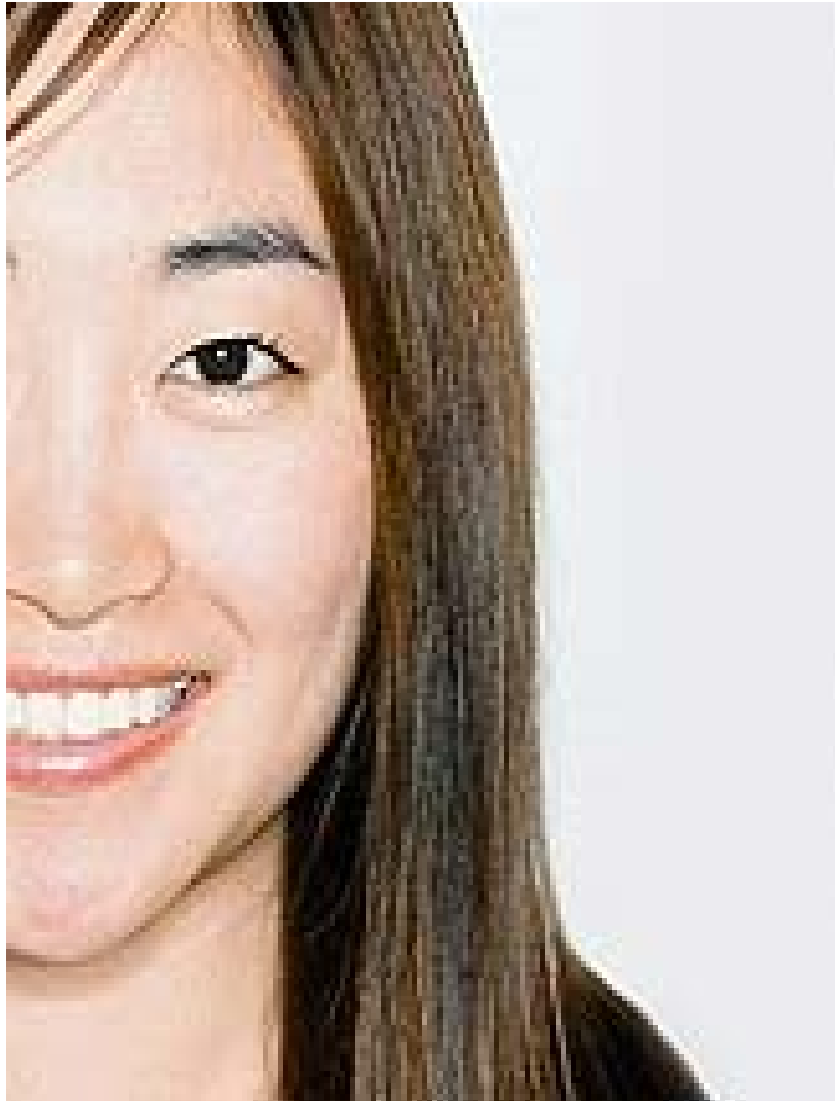
Assessment practices are closely monitored

Assessment Processes

- Assessment regulations fully documented
- Assessment information documents accessible to students
- Appeals processes documented and understood by students
- Unfair practices documented and actions taken
- Programme or course information easily obtained
- Final Assessment conducted with external examination of home institution



Quality Assurance follows home institution processes



Annual Report

- Progression statistics
- Attrition statistics and trends
- External examination performance
- Student mark tracking and correction
- Moderation visits – improvements versus prior visit
- Policy documents
- Creation of Assessment handbook and demonstrated use by faculty
- Student satisfaction data collection and responses

Final Outcomes



- 53% of students have achieved sufficient levels to continue studies abroad in Switzerland, Spain, Australia or USA
- Through 7 cohorts, 21% of students continue their studies outside of China
- 100% of students desiring work immediately have obtained positions with international hotel companies

And in summary...

- Goals should align with home institution
- Partnerships must be documented with clear responsibilities
- Home institution must take full responsibility for student outcome definitions, measurement and achievement
- The challenge is exceptional

...Thank you!